



## Eastland Mall Redevelopment

Economic Development Committee  
April 26, 2018



### Overview

- History
- Overview of Recommended Evaluation Considerations & Criteria
- Next Steps



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## History

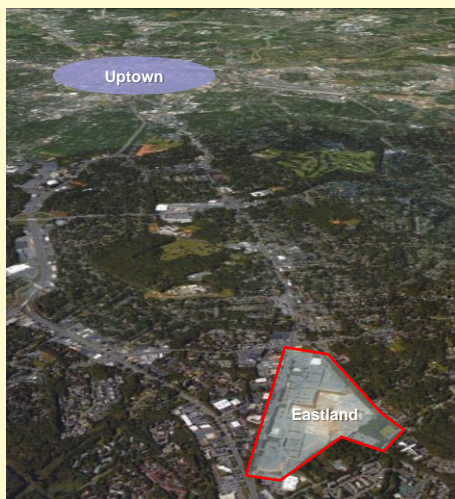
- **2003: City Council adopted Eastland Area Plan**
  - Area Plan Development Concept:
    - Create a Compact, Pedestrian-Oriented, Town Center
  - Characteristic of a “Town Center”
    - Mix of uses—Retail, Entertainment, Office, Urban Housing (emphasis on for sale units), Town Square/Village Green, Civic Uses, Community Transit Center
    - Expanded street system (new streets 400-600’ block lengths)
    - Pedestrian network and connections
    - Extensive Streetscape (wide sidewalks, pedestrian lighting)
    - Compact development and interconnected
    - Civic amenities (fountains, clocks, monuments)
    - Building Orientation windows and doors oriented to streets

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## History

- **2012: Charlotte EAST created Redevelopment Principles**



- **Enhance the Perceptions of the Eastland Area and East Charlotte**  
Attract visitors from across the region
- **Unify Local Communities**  
Build on the Eastside’s cultural and international diversity
- **Create Connectivity and Walkability for Surrounding Neighborhoods**  
Integrate development into the existing corridors and neighborhoods
- **Take Advantage of Natural Features**  
Restore water features and create dedicated and flexible open spaces
- **Create Opportunity for Civic Development**  
Incorporate public amenities such as a school or library
- **Increase Equitable Economic Development**  
Provide opportunities for businesses, small scale developers, and residents



## History

- **2012: City purchased 80 acres of mall property; issues RFP for development proposals to support the film and television production industry**
- 2013: Negotiations with Studio Charlotte, LLC; mall demolition approved
- 2013: City completed demolition of mall structure
- **2014: City Council terminates MOU with Studio Charlotte Development, LLC. & directs Staff to explore a redevelopment strategy for the Eastland site**
- 2014-2015: Partnership discussions (storm water, parks, civic, schools, developers)
- May 2015: Concept Plan developed and presented to ED&GC Committee
- October 2015: City Council authorized staff to proceed with implementing Concept Plan



## History

- **March – April 2016: Latin American Economic Development Corporation commissioned Elemental to visit Charlotte, engage the community, assess redevelopment process, and present concepts**
- **April 2016: Council approves sale of 11.4 acre parcel to CMS**
- June 2016: City Council authorized staff to proceed with releasing Request for Qualifications (RFQ) to solicit highly qualified consulting teams to assist with redevelopment
- **November 2016: City issued a Request for Qualifications to solicit multi-disciplinary development advisory teams to assist in our redevelopment and revitalization efforts**
- March 2017: Consulting team was selected to conduct due diligence effort and solicit developer interest (Phase 1 of 2)
  - Consultants selected out of 15 responses from highly qualified and prominent advisory teams throughout the country
- **April through May 2017: Consultant team (Jacobs) completed Phase 1 assessment, which included: Development Forums, Lean Scan, and Tactical Urbanism**

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## Jacobs Report - Phase I

- General process modeled after Westminster, CO redevelopment process
  - City took the role of land developer
- Jacobs Report Phase One:
  - Developer Forum and Lean Scan:
    - Define requirements, identify barriers, and gauge project feasibility/interest
    - Develop approach to encourage small-scale development and community building
  - Tactical Urbanism Workshop: community input for short term uses

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## Jacobs Report Phase I Developer Scan

- Multiple conversations with 50+ professionals within the development and business community
- Participants included developers (small and large), brokers, architects, small business owners, potential non-profit users, and investors
- Collected feedback and perspectives to uncover barriers to redevelopment (perceived and actual)
- Identified potential opportunities for redevelopment



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## Jacobs Report Phase I General Findings

Barriers	Assets
<ul style="list-style-type: none"> <li>Achievable rents are too low to support new construction w/o some type of public support</li> <li>Infrastructure needs</li> <li>Lack of financially viable plan and no consensus around a path forward</li> <li>Destination retail or large office space not viable today or in foreseeable future</li> </ul>	<ul style="list-style-type: none"> <li>City controls land</li> <li>Central location with short commute to Uptown</li> <li>Local magnet schools have strong reputation:               <ul style="list-style-type: none"> <li>K-8 partial magnet / language immersion school on site is a big asset</li> </ul> </li> <li>Diverse and entrepreneurial residents</li> <li>Stable and strengthening surrounding communities</li> <li>Growing momentum in market and improving perceptions</li> </ul>

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## Jacobs Report Phase I Other Things We Learned

- Public private partnership is required
  - City control of land is a major asset
- K-8 partial magnet / language immersion school on site is a big asset
- Attractive location for residential (including senior housing) at multiple price points
- Potential for neighborhood-scale commercial uses, but will likely follow residential
- Transit, open space, trails, and civic and cultural facilities can serve as a catalyst for redevelopment, but all require further due diligence to assess funding/financing options, financial return, programming and sizing, etc.

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## Community Engagement - Tactical Urbanism "Eastland Rising"

- Event to gather data and test concepts ("Questionnaire Village")
  - Past, Present, and Future
  - Activities
  - CIP and Community Letter engagement
- Demonstrated how tactical urbanism can be used as tool for interim activation and long term uses
- Connected community members
- Identified potential tactical urbanism measures to be considered for the site



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## History

- **June 2017:** Economic Development Committee requested that staff select and negotiate with a master developer on the purchase and redevelopment of the site prior to considering investing in Phase 2 of the work effort
- August through December 2017: Staff discussed the redevelopment opportunities with various parties interested in developing a portion or all of the 69-acre site
- Four development teams submitted their interest in partnering with the City (not formal request for proposals was issued in 2017)
- February 2018: Multi-departmental evaluation team created to evaluate each of the submittals
- **March 2018:** Development teams presented high level overviews to the Economic Development Committee

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## Potential Development Teams

- **Greater Charlotte Multiplex 4 Families**
  - 10-15 acre development comprising a family entertainment complex, community event space, amphitheater, film studio, and a childhood development center
- **Eastland Community Development, Inc.**
  - Multiuse development anchored by a soccer academy and features multifamily residential, hospitality, sports medicine, office, and retail/restaurant/entertainment uses
- **Crosland Southeast / Jim Gross Company**
  - Multiuse development featuring a mix of residential product types and office, retail, hotel, and medical uses in an urban, pedestrian oriented environment
- **Legacy Family Group**
  - Multiuse development featuring a mix of residential product types, retail, office, and cultural uses



## Evaluation Considerations & Components





## Evaluation Considerations

- How does the proposed redevelopment align with the Principles for Redevelopment?
- How does the proposed redevelopment further the objectives set forth in the Community Letter and the 10 Traits of Winning Cities of Tomorrow?
- How will the surrounding neighborhoods benefit from the proposed redevelopment and use the site once development is implemented?
- How will the development partner team work with potential non-profit and public agency partners (e.g. Eds & Meds, Library, YMCA, etc.)?
- What are the mix of uses and estimated price points of each use?
  - How do these uses complement each other?
- How is parking addressed (structured, surface, parked as a district or for individual users)?

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## Evaluation Components

- **Qualifications and experience of the development team**
  - Type and scale of prior development experience, and evidence of successful implementation of large scale (>50 acres) developments
  - Proven ability to work with public agencies, in similar context to achieve desired redevelopment
  - Demonstrates experience with innovative design and development practices (e.g. sustainable development practices)
- **Financial qualifications and strategy**
  - Demonstrates sufficient capacity to obtain financing for the redevelopment
  - Ability to raise equity and identify additional sources of capital for funding
  - Anticipated public investment required to successfully implement the proposed redevelopment
- **Project Approach and timeline**
  - Demonstrates experience with methods to ensure high quality development, sensitivity to neighborhoods, etc.
- **Master planning and due diligence**
  - Ability to incorporate community engagement in finalizing mix of uses and overall development program for the remaining 69 acres

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## Evaluation Components Capacity and Financial Qualifications

- How is the ownership and management of the development structured to ensure economic feasibility and sustainability?
- Expectations?
  - What are the expectations of the City?
  - What are the expectations of the development partner(s)?
- Short-term or long-term commitment from development partner(s)?
- What are the terms for purchase or lease of the site?
- What is the anticipated debt/equity composition?
- Are public incentives requested?
- Who are the proposed development team members and what is the relevant background and experience of each?

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## Next Steps





## Next Steps

- Economic Development Committee and Council confirm evaluation criteria: April/May 2018
- Staff team provides recommendation of a development team to the Committee: June 2018
- City Council Briefing and Action: July 2018

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